

## PhD in Management Sciences Seminar Corporate Venturing & Open Innovation

### Program overview

#### **Henry Chesbrough**

Haas School of Management - UC Berkeley & ESADE

#### **Wim Vanhaverbeke**

Hasselt U., ESADE & National U. of Singapore

We welcome you to what promises to be a most intensive, exciting intellectual experience. We have written extensively on the topic of Open Innovation and have years of experience in external corporate venturing. The course offers unique insights to two target groups we want to blend during the first day. During the first day we explore the new developments in how large companies tend to engage with innovative start-ups. The first day's training is targeting managers in large firms as well as start-up managers, but we welcome also PhD student to follow this training, as it is a unique experience to understand how managers actually manage their engagement with start-ups.

The second and third day targeting PhD students interested in open innovating and innovation ecosystems. We have selected some readings and chapters to guide you in preparing for this two-day course. You will get much more out of the course if you make the time to put more into it. Please read the assigned material carefully, and come prepared to share your questions, reflections and criticisms with your colleagues and us. Furthermore, upon registration participants should submit *an abstract* (1-2 pages) as well as bring a *poster* (A2 format) of their current or indented PhD research on open innovation to be discussed with faculty and Ph.D. candidates.

We have also incorporated reasonably long breaks and lunches, so we hope that you'll have time to get to know each other and us.

#### **Location:**

ESADE Business School  
Barcelona - Sant Cugat Campus

#### **Date:**

January 10-12, 2018

#### **Time**

9:00 – 12:30 h.

14:00 – 19:00 h.

**Language:** English

**Participants: min 10 & max 40**

#### **Fee PhD candidates:**

Full seminar (3 days): 800\*€

PhD candidates are invited to attend the Manager's session

<http://www.esadecreapolis.com/corporate-venturing-seminar>

\* Reduced fee (50%) for

members of CEMS / EDAMBA

**Enrolment deadline:**

December 15, 2017

**Applications to:**

**[Register here](#)**

#### **Contact information:**

Ms. Pilar Gállego

[pilar.gallego@esade.edu](mailto:pilar.gallego@esade.edu)

**About ESADE PhD:**

<http://www.esade.edu/research-programmes/eng/phd>

## **Day 1: Wednesday, January 10, 2018**

### **Arrival of participants**

9:00 AM - 9:30 AM

### **Welcome by Henry Chesbrough and Wim Vanhaverbeke**

#### **Short introduction of each participant**

9.30 AM -10:00 AM

### **Session 1: How large companies and start-ups can innovate together?**

10.00 AM -12:00 AM

Coordinated by Wim Vanhaverbeke and Henry Chesbrough

We start with a discussion on the strengths and weaknesses of corporations vs. startups, when it comes to innovation. We then turn to the recent active interest in corporate accelerators, incubators, and co-working spaces. This session will be based on a broad set of articles, but we advise participants to read through the following publications. We added some assignment questions: try to formulate answers on these questions as you read the material, and we will discuss them in class.

#### *Readings:*

1. Hathaway, Ian (2016). What Startup Accelerators Really Do  
<https://cb.hbsp.harvard.edu/cbmp/content/sample/H02OU6-PDF-ENG>.
2. Read all of the links at the end of this program-document. Don't worry, each of the posts is quite short. As you read these posts, consider the assignment questions below.

#### *Assignment Questions:*

1. Why can't a large corporation with a lot of money do everything that a startup (with very little money) can do?
2. What are the major challenges when large and small firms innovate together? What are good management practices to align objectives of the two types of partners?
3. Accelerators and co-working spaces are popular today. What are the advantages and risks using these forms of collaboration, both for the large firms and the startups?
4. What experiences have you had personally, either as a startup working with a large company, or as part of a large company working with a startup?
5. How do you think large firms and start-ups will innovate together in the future?

### **Session 2: Traditional and new models for large firms to engage with start-ups**

12.00 AM -1:30 PM

Coordinated by Henry Chesbrough

In this session, we focus on one some traditional and new models how large firms can team-up with start-ups. While the previous session gives a broad overview of the state of the art, this session will tackle the organizational and managerial implications of managing collaboration with start-ups.

#### *Reading:*

Weiblen, Tobias and Chesbrough Henry W. (2015). Engaging with start-ups to enhance corporate innovation, *California Management Review*, March.

*Assignment Questions:*

1. What are the main differences between the traditional and the new models for large firms to engage with start-ups? Why do we see an evolution in that direction?
2. How can we link the different types of collaboration between large and small firms mentioned and discussed in session 1 to the typology of Weiblen and Chesbrough? Should the typology be adapted / updated for the newly emerging forms of engagement between large firms and start-ups?
3. How is IP managed by corporates in their collaboration activity with startups?
4. What tactics have you seen in getting startups to work better with corporates? Did they work? Why or why not?

**Lunch**

1.30 PM – 2.30 PM

**Session 3: What is your own experience in innovating together with large firms / start-ups?**

2.30 PM -4:00 PM

Coordinated by Luisa Alemany (ESADE)

Several participants will briefly explain how different companies (participants) have been developed effective relationships with large firms / start-ups. How corporate venture capital has to be organized effectively? How can companies work better with startups? What processes do they need, what processes must they avoid? What is the role of corporate accelerators? Who is doing this well in Catalunya / Spain / Europe? Is there a Catalanian / European way of organizing engagement with startups?

**Session 4: How can you apply corporate entrepreneurship in your company and how to team up as start-up with large companies?**

4.00 PM - 6:30 PM

Coordinated by Henry Chesbrough & Wim Vanhaverbeke

In the previous session participants have shared their practices to innovate together with large firms / start-ups. In contrast, in this session we explore the possibilities for large firms to implement both traditional and new models of engaging startups. We also explore how Startups should choose between these modes to team up effectively with large companies.

Case: Lean Elephants @ Telefonica

**Dinner for PhD students:** 8.00 PM – 10.00 PM

Restaurant (TBD) in San Cugat

**Day 2: Thursday, January 11, 2018**

**Welcome by Henry Chesbrough and Wim Vanhaverbeke**

**Short introduction of each participant**

9.00 AM -9:30 AM

## **Session 1: Exploring Open Innovation as a theoretical concept**

9.30 AM -11:00 AM

Coordinated by Henry Chesbrough

### *Readings:*

1. Chesbrough, H.W. and Bogers, M. (forthcoming); "Chapter 1: Explicating Open Innovation: Clarifying an Emerging Paradigm for Understanding Innovation", by (forthcoming in Chesbrough, Vanhaverbeke and West (eds.), *Open Innovation: New Frontiers and Applications*, Oxford University Press.  
[http://media.wix.com/ugd/d6c2f0\\_a0df00c962dc43549bd8e5d05f6e15a8.pdf](http://media.wix.com/ugd/d6c2f0_a0df00c962dc43549bd8e5d05f6e15a8.pdf)
2. Have also a look at the animated video link summarizing open innovation at DSM  
<https://www.youtube.com/watch?v=jNNz9poyKJs>.

### *Assignment Questions:*

1. What IS "open innovation"? What is its precise definition?
2. What is the trend of academic research in this topic area? What explains its rapid growth?
3. How does the definition of open innovation compare to open source software? What is the same, and what is different?
4. What role does the business model play in innovation? What is the definition of "business model"?
5. How could you test this theory?
6. What new areas of research could open innovation research address?

## **Session 2: Analyzing the quantitative research methodology used in two open innovation articles**

11.30 AM – 12.30 PM

Coordinated by Wim Vanhaverbeke

We pick 2 recent papers that cover quite different areas, and we will show how the research design was done, how open innovation was measured, and what the paper contributes to the literature. How the limitations of the articles can be tackled by future research.

### *Readings:*

1. Laursen, K. and Salter, A. (2006), Open for innovation: The role of openness in explaining innovation performance among U.K. manufacturing firms. *Strategic management Journal*, 27, 131-150.
2. Du, Jingshu, Leten, Bart and Vanhaverbeke, Wim (2014), Managing Open Innovation Projects with Science-based and market-based partners, *Research Policy*, Special issue on Open Innovation, 43(5), 828-840

### *Assignment Questions:*

1. What is the main purpose of the Laursen and Salter paper? How do they contribute to the literature?
2. What is the role of the two concepts search breadth and depth in the L&S paper?
3. How are the hypotheses about radical innovations tested?
4. What are the advantages / disadvantages of jumping from a firm level approach to a R&D project level approach as in de Du, Leten, Vanhaverbeke paper?
5. How do these authors build on / deviate from the L&S paper?

6. What is the role of project management in this paper?
7. What do you conclude about the effect of OI on innovation and financial performance of firms?

### **Session 3: New Directions in Open Innovation Research**

2.00 PM – 3.30 PM

Coordinated by Henry Chesbrough

#### *Readings*

1. Hila Lifshitz-Assaf (2014). From Problem Solvers to Solution Seekers: Dismantling knowledge boundaries at NASA, Harvard Business School.  
[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2431717](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2431717)
2. David Tamoschus, Christoph Hienerth and Monika Lessl (2015), *Developing a Framework to manage a Pharmaceutical Innovation Ecosystem*. Best paper WOIC 2015.

#### *Assignment Questions*

1. How do the roles of internal R&D staff get affected by external R&D competitions?
2. Why do scientists and engineers join NASA? Why do they stay?
3. What is the logic behind and value of the 3step approach used in the Tamoschus et al (2015) paper?
4. What is the relevance of this paper for open innovation practitioners in large companies?
5. How does this paper help us understand innovation ecosystems better compared to prior literature?

**Lunch:** 1:30 PM -2:30 PM

### **Session 4: Connecting open innovation to theories of the firm**

2.30 PM – 4.00 PM

Coordinated by Henry Chesbrough and Wim Vanhaverbeke

#### *Readings*

1. Open Innovation: Researching a New Paradigm (Chesbrough, Vanhaverbeke and West, OUP, 2006): Chapters 1 and 2
2. Vanhaverbeke, W. and Cloudt, M. (2014). Chapter 14: Theories of the firm and Open Innovation”, in Chesbrough, Vanhaverbeke and West (eds.), *Open Innovation: New Frontiers and Applications*, Oxford University Press, 256-278.  
[http://media.wix.com/ugd/d6c2f0\\_aa729d1d331647568b11720c1b2d1d2a.pdf](http://media.wix.com/ugd/d6c2f0_aa729d1d331647568b11720c1b2d1d2a.pdf)
3. Appleyard, M. And Chesbrough, H. (2016). The Dynamics of Open Strategy: From Adoption to Reversion, *Long Range Planning*, 50(3), 310-321.

#### *Assignment Questions*

1. What is new about open innovation compared to existing theories explaining inter-organizational collaboration in R&D? What does it contribute to the literature?
2. Take one theoretical approach explained in Vanhaverbeke and Cloudt (forthcoming) and check whether you can further strengthen or criticize the arguments? Which theories of the firm have not received enough attention in your opinion?
3. In *Chapter 2* of Chesbrough, Vanhaverbeke, West, (eds.) (2006), Chesbrough details five

- themes for connecting the chapters he previews to the larger literature on business:
- a. The business model
  - b. Using external technology
  - c. Managing knowledge
  - d. The role of startups and new entrants
  - e. Intellectual property
  - f. What would you add to this list?
4. What are the main benefits to connect open innovation to strategy in a proper way? Why do companies shift between open en closed innovation?

### **Session 5: Explanation of the group work assignment**

4.30 PM -5.30 PM

Coordinated by Henry Chesbrough and Wim Vanhaverbeke

Each participant has submitted an overview of his/her PhD proposal when he / she registered for the course. These posters, which are exposed in the room, should give the participants an accurate picture of the ongoing PhD work in Europe. Can we find commonalities?

Participants are furthermore expected to submit an abstract of 1-2 pages to [wim.vanhaverbeke@uhasselt.be](mailto:wim.vanhaverbeke@uhasselt.be) before December 15, 2017. The abstracts will be uploaded on Dropbox and participants are encouraged to form groups of 3-4 persons with similar / common interests. You can explain the “common theme together during a 5 minute presentation to start-off the discussion. **“The future of open innovation research”** is the general theme for the groupworks, but we want to ensure that each group works on a particular topic that is more or less in line with the research of the group members. Each group will present its conclusions in session 4 of the last day.

### **Group work**

5.30 PM – 8.00 PM

Coaching by Henry Chesbrough, Wim Vanhaverbeke and Amer Aman

**Dinner:** 8.00 PM – 10.00 PM

## **Day 3: Friday, January 12, 2017**

### **Session 1: Critical views on and limitations of open innovation**

09.00 AM -10.30 AM

Coordinated by Henry Chesbrough

#### *Readings*

1. Paul Trott & Dap Hartmann (2009); Why ‘Open Innovation’ is old wine in new bottles, *International Journal of Innovation Management*, 3 (4), 715-736.
2. Dahlander, L. and Gann, D.M. (2010), How open is innovation, *Research Policy*, 39, 699-709.
3. Vanhaverbeke, W. and Cloudt, M. (2014)“Chapter 14: Theories of the firm and Open Innovation”. In Chesbrough, Vanhaverbeke and West (eds.), *New Frontiers in Open Innovation*, Oxford University Press, 256-278.  
[http://media.wix.com/ugd/d6c2f0\\_aa729d1d331647568b11720c1b2d1d2a.pdf](http://media.wix.com/ugd/d6c2f0_aa729d1d331647568b11720c1b2d1d2a.pdf)

*Assignment Questions:*

1. Could you add anything really new about open innovation, or not?
2. Reread your notes from yesterday's discussions, in light of the Trott-Hartmann critique. Do you see any ways to reconcile that critique with what you've learned about open innovation?
3. In the first reading for the first session yesterday, Chesbrough and Bogers respond to Trott-Hartmann. What is your evaluation of their response?
4. What are the limits of open innovation? When might it fail, and why?
5. What is new about open innovation compared to existing theories explaining inter-organizational collaboration in R&D? What does it contribute to the literature?
6. Take one theoretical approach explained in Vanhaverbeke and Cloudt (2014) and check whether you can further strengthen or criticize the arguments? Which theories of the firm have not received enough attention in your opinion?
7. What are the critiques you can formulate on traditional strategy theories (e.g. Porter, Prahalad and Hamel, etc.) when you intend to connect the open innovation phenomenon to strategy theories?

**Session 2: Outbound open innovation research**

11.00 AM – 12.30 AM

Coordinated by Wim Vanhaverbeke

*Readings*

1. Moschieri, Caterina, and Johanna Mair. "Adapting for innovation: Including divestitures in the debate." *Long Range Planning* 44.1 (2011): 4-25.
2. Teece, David J. "Business models, business strategy and innovation." *Long range planning* 43.2 (2010): 172-194.
3. Chesbrough, Henry. "Business model innovation: Opportunities and Barriers." *Long Range Planning*, 43.2 (2010): 354-363

*Assignment Questions:*

1. Why should firms attempt to commercialize internal products outside the boundaries of their own boundaries?
2. Why would a firm would want to purposely reveal its technology via outbound open innovation, risking imitation and more competition?
3. What role does the business model play in outbound open innovation?
4. What inhibits the ability of organizations to experiment with new business models?

**Session 3: The future of Open Innovation research?**

2.00 PM – 6.30 PM

Coordinated by Henry Chesbrough & Wim Vanhaverbeke

Students present the research theme they have been preparing during the two days. We organize sessions in groups. Each group has 25 minutes to present, followed by 10 minutes discussion by the other group. Finally, we have 10 minutes a general Q&A per group.

Group 1: 2.00 PM – 2.45 PM

Group 2: 2.45 PM – 3.30 PM

**Break** : 3.30 PM – 3.45 PM

Group 3: 3.45 PM – 4.30 PM

Group 4: 4.30 PM – 5.15 PM

**Break :** 5.15 PM – 5.30 PM

**Summary of the “future of open innovation research” by the group mentors:**

5.30 PM – 6.15 PM

**Wrap up & general discussion of the 2 days:**

6.15 PM – 6.45 PM

## **About the organizers:**

**Prof. Dr. Henry Chesbrough** is known as “the father of Open Innovation”, based on a best-selling book by the same name. He teaches at the Haas School of Business at the University of California-Berkeley, where he is Meyer Family Fellow and Faculty Director of the Garwood Center for Corporate Innovation, and also at Esade Business School at Ramon Llull University in Barcelona. Previously, he was an assistant professor of business administration, and the Class of 1961 Fellow at the Harvard Business School. He holds a Ph.D. in Business Administration from the University of California-Berkeley, an MBA from Stanford University, and a BA from Yale University.

**Prof Dr. Wim Vanhaverbeke** is professor at the University of Hasselt and visiting professor at ESADE Business School and the National university of Singapore. He published in several international journals such as *Organization Science*, *Research Policy*, *California Management Review*, *Journal of Management Studies*, *Small Business Economics*, *Journal of Business Venturing*, *Technovation*, etc. He was co-editor with Henry Chesbrough and Joel West of the books “Open Innovation: Researching a New Paradigm” (OUP, 2006) and “New frontiers in open innovation” (OUP, 2014). He published “Open innovation in SMEs” (CUP 2017). He is a dedicated open innovation researcher collaborating with different partners in universities and companies around the globe. His current research is focusing on open innovation in SMEs, innovation ecosystems and on the implementation of open innovation practices. He is a frequently asked speaker at leading international conferences and an adviser for several globally operating companies. He consults and organizes workshops for multinationals and technology companies. He was recently recognized by the International Association of Management of Technology (IAMOT) as one of the top 50 authors of technology and innovation management during the period 2008-2012.

**Prof. Dr. Luisa Alemany** is associate professor in entrepreneurial finance at ESADE and is the former director of the ESADE Entrepreneurship Institute. Her research interests are venture capital, private equity, philanthropic venture capital and entrepreneurial education, with several academic publications, and books such as the “White Paper on Entrepreneurship in Spain” (2011) and “Emprender es posible” (Entrepreneurship is possible) (2012) by Planeta Ed. Her new book “Entrepreneurial Finance: The Art & Science of Funding Ventures” will be published early 2018. She is the co-director of the ESADE Business Angels’ Academy, and has served in several boards, such as the European Business Angels Network (EBAN). She has professional experience in venture capital and strategic consulting. Currently, she seats in the investment committee of Caixa Capital Risc, a Spanish VC fund, and the global NGO OXFAM in Spain. She holds a Ph.D. in Corporate Finance from the University Complutense Madrid and an MBA from Stanford University.

## Some Websites about (corporate) accelerators

(1) *Using Corporate Incubators and Accelerators To Drive Disruptive Innovation*

<https://corporate-innovation.co/2014/08/13/using-corporate-incubators-and-accelerators-to-drive-disruptive-innovation/>

*Corporate Incubators And Accelerators: Failing? Flailing? Or Flying? (Part One)*

<https://www.linkedin.com/pulse/corporate-incubators-accelerators-failing-flailing-flying-kerry-topp>

*Corporate Incubators And Accelerators: Failing? Flailing? Or Flying? (Part Two)*

<https://www.linkedin.com/pulse/corporate-incubators-accelerators-failing-flailing-flying-kerry-topp-1>

<https://steveblank.com/2014/03/26/why-internal-ventures-are-different-from-external-startups/>

<https://hbr.org/2017/06/why-you-cant-just-tell-a-company-be-more-like-a-startup>

<https://steveblank.com/category/corporate-innovation/page/3/>

<https://steveblank.com/2015/03/17/getting-to-yes-for-corporate-innovation/>